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12 October 1964

MEMORANDUM FOR: Director of Training

SUBJECT : Report on a Concept for a Senior Career Course

On completion of the running of three Midcareer Courses I undertook to make some recommendations on concepts for a Senior Career Course, if such a Course should be required. I am following the same procedure used in the formulation of the Midcareer Course, that is, to conduct a series of interviews across the board of the Agency Directorates and to attempt to arrive at a series of ideas commonly enough held to allow the drafting of a course meaningful to all the officers who might be selected for it. Specialized topics which should be studied in depth fall outside its purview.

In this case interviews are at two levels, the level of those now at Midcareer grade who look forward to senior responsibilities, and, secondly, the level of those who already have senior responsibility. The first group consists of a selected number of GS-13's and GS-14's, representative of the four Agency Directorates. The purpose was to obtain their views of what they think their present superiors should know, and what they themselves should know if they were to be promoted to the posts now held by the superiors and were to be required to fill these posts with the maximum efficiency. The members of this group consulted were officers of the first three Midcareer Courses since it was felt that their thinking had been conditioned to this kind of approach. The topic was also discussed less formally with several others. The second step was to interview selected officers who had already arrived at the senior level, a smaller group, to determine their views. There was surprisingly little major divergence in views between the two groups.

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Four major questions were covered: (A) Who should be in the Course? (B) How long should it be? (C) Where should it be held? (D) What should be its content?

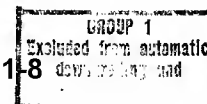
(A) Who should be in the Course?

(1) There was general agreement that the Course should be designed primarily for GS-15's or GS-16's, although the rule should not be absolute. This group represents a fairly distinct and definable level and type of seniority. This also takes cognizance of the differing standards of grades and assignments in this category among the various Directorates.

(2) The GS-17's and GS-18's unquestionably have some duties in common with the GS-15's and GS-16's but generally seem to have a different type of function and to represent a different approach to Agency problems. Other considerations are that by the nature of their assignments they have become extremely well informed and therefore may not require the benefits of this kind of course; that they have become so permanently compartmentalized that their work would not be assisted; and that, (a very key point) the throwing together of GS-15's through GS-18's, despite some gains of mutual association, would very seriously inhibit free discussion. However, the grouping in (1) should not be so rigidly defined as to exclude GS-17's or GS-18's if the Deputy Directors in individual cases so decide. This leaves a course participation for the GS-17's and GS-18's somewhat up in the air, but the feeling was that this group should be in general considered primarily for attendance at one of the National War Colleges, i.e., the "sabbatical" approach, or for external training either to deepen skills or broaden knowledge within a rather specific field, or for being seconded to another Agency for a substantial period of time. This topic should not be further belabored in this memorandum since it requires separate and comprehensive consideration.

(3) The number of participants, it was felt, should be small, perhaps from 12 to 20. The reasoning behind this was twofold: (a) It is difficult for the Directorates to spare a large number of "key" people at one time, and if they are not "key" they should not attend. (b) It was the general assumption that the nature of the course would be one very much of the seminar, and very much involving the full participation of the officers selected (this is covered more fully further on under (D)). It is difficult to take this approach, if this is the correct one, with any number larger than 20 and indeed 12 might be closer to the right number.

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(B) How long should it be?

Three considerations were involved: (1) The problem of not duplicating the work of the Senior Colleges for which, in fact, we would not have the personnel strength and for which there seems to be no necessity; these institutions are already open to us to about the degree for which we can release personnel. They also present definite values deriving from association with other agencies. (2) The length of time for which the contemplated number (12-20) of people could be spared for a period shorter than 9 months but long enough to accomplish its agreed purpose. (3) The nature of the Course which was felt should not have the long-term reflective and philosophic approach but rather be of an intensive, hard-hitting and realistic type. Three or four weeks was concluded by most to be about the right length of time. It follows that this Course is not a replacement for the Senior Colleges. Indeed, both could be attended if this is desirable on a case-by-case decision made by the Directorates.

(C) Where should it be held?

There was complete and strong agreement that the Course should not be held at Headquarters but, for the major part, out of town, preferably at a considerable distance. The purpose of this is, of course, to divorce the officer so completely from his daily responsibilities of cables, telephone calls, personnel problems and meetings as to permit complete concentration on the Course. [] should be considered as a site, but other out-of-town places should not be excluded as possibilities. One such is Greenbrier and perhaps one with greater psychological advantages.

(D) What should be the content of the Course?

Three general areas:

(1) The Agency, internal structure. A not over-exhaustive updating of Agency developments in internal structure and functions. A current example would be a discussion of the DDS&T with an effort made to define collection methods: agent, open, scientific. Other possible topics are Basic Management Problems, primarily items such as budget preparation, career service systems, the desirability of continuing the Directorates' basically autonomous and separate units. This section should be handled entirely by the members acting in the character of a working group who might be expected to formulate recommendations

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for the DCI's consideration. A meeting in advance of each Course could be held to determine specific agenda items.

(2) The Agency, internal action and external relations. This would largely consist of case histories to determine what the Agency did right or wrong in the past in collection, analysis, or action. The focus would be primarily internal but would include our major relationships with other agencies and how they could have been more effectively handled. These cases should represent, wherever possible, the activities of all four Directorates. A suggested range of case histories on a country/place basis, in order of importance and complexity is:

First

Second

Third

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Once again these would be handled as working group problems with the choice of countries to be determined in part by the background knowledge of the participants.

One artificial case could be presented. These are admittedly difficult to construct if they are to be effective. An example is the

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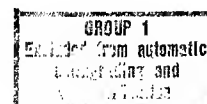
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countries in all fields of influence, collection, analysis, action, and logistics. The case would consider a major problem using the war games technique but adapting it to the Agency. It should be handled by Course members.

(3) Global Issues. These should be presented primarily by outside speakers, but there should be subsequent internal discussions by Course members. The topics should vary from time to time. Examples can currently be found in the fields of a study of the many aspects of the Sino-Soviet conflict or in global military situations, the changing military role of NATO, etc.

Regular participation by other Agency officers and by persons outside the Agency should be kept to the minimum. The emphasis should be upon making the GS-15's and GS-16's selected for the Course, as

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being themselves senior officers, responsible for its success.

A good conclusion would be for the DCI and the DDCI to spend a concluding two hours discussing the results of the Course as frankly as possible, to be followed by a social occasion.

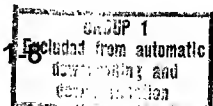


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Attachments:

14 Discussions on a Senior Career
Course/Program

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Report on a Concept for a Senior Career Course

FROM: 25X1A

510 Broyhill

EXTENSION

2243

NO.

DATE

DTR 2157
12 October 1964

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Training

13 Oct '64

WB

2.

DDTR

20 Oct

JR

3.

C/PPS

23 Oct

C/PPS

4.

Mr

25X1A

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I am sure that more exhaustive work can be done on this subject, but this may serve as one possible skeleton for fleshing out.

LCN.

I would be inclined to put less emphasis on formal lectures and more on seminars, panels, and student interchange of experience on Agency problems.

JR